

MANISTEE CITY COUNCIL

WORK SESSION AGENDA

WEDNESDAY, March 9, 2016 - 7:00 p.m. - Council Chambers, City Hall

I. Call to Order.

II. Work Session Items.

- a.) PUBLIC COMMENTS ON WORK SESSION RELATED ITEMS.
- b.) PRESENTATION BY RAMSDELL THEATRE CITIZEN COMMITTEE. – Mike Terry, Executive Director.
- c.) DISCUSSION ON SPRING TRASH HAUL AND RECYCLING CENTER. – Ed Bradford, Finance Director and Jeff Mikula, DPW Director.
- d.) PRESENTATION OF DRAFT STRATEGIC PLAN UPDATES. – Tamara Buswinka, AES Community Development Director.

III. Adjourn.

Presentation to the Manistee City Council

March 9, 2016

Who are we?

We are a “working group” of volunteers who represent our community and who have a deep interest in the Ramsdell, the arts, and the future of both. We were formed with the blessings and assistance of the City staff.

Why are we here tonight?

We have thoroughly reviewed the long history of studies, white papers, and planning documents regarding the future of the Ramsdell. Much of this work is well done and thoughtful. We believe, however, that enough “studying” has been done and that it is time to act. We are here tonight to present our view of the best business model for the future of the Ramsdell, as well as the broad outlines of an operational business plan. We are prepared, with the consent of City Council, to continue moving forward toward the creation of a new operational Board and the implementation of an operational business plan.

What will this mean for the City's future budget planning?

The City's budget for the current year (7/1/15 – 6/30/16) includes a \$90,000 allocation for Ramsdell operations. In addition the City has continuing debt service for two previous construction projects. We recognize (and we hope that the Council members recognize) that performing arts and related art venues in “small-town America” are rarely self-sustaining. Yet, the presence of a beautiful and historically significant facility like the Ramsdell makes a city more liveable, loveable, and memorable. When such a facility is operated at a high level and becomes the cultural hub of a community, it has obvious cultural value to a community. But is also has economic value when it draws customers from out of town who then utilize local restaurants and hotels.

Our goal is to increase the traffic, breadth of activity, and the impact of the Ramsdell and, in so doing, to reduce the financial burden on the City. As we move forward and learn more, we will present, as part of any future management agreement, a detailed proposed operating budget for the Ramsdell that will include a continuing commitment from the City. We are committed to reducing the level of the City's financial commitment over time.

What do we seek from Council this evening?

Again we seek your consent – in effect, your blessings – so that as we – volunteers who want our investment of time and energy to be productive – can continue working with the knowledge that Council is in agreement with the operational business plan that we propose and the direction in which we are headed.

What is the “business model” which we are proposing?

We are proposing that the day-to-day operations of the Ramsdell property be under the management and control of a single, separate non-profit corporation. We have a handout that displays the makeup and committee structure of the new Board, as well as the related roles of the facilities manager, the City

of Manistee, and the Manistee County Community Foundation.

We are proposing that the City and the Board would enter into a long-term contract for the management and operation of the Ramsdell property and that any employees directly involved in the management of the Ramsdell would be employees of the Board.

In effect, we are advocating for a single Board to manage the box office and all activities on or concerning the Ramsdell property. This would mean, for example, that there would be a single voice for an aggressive fund raising campaign for the Ramsdell. The new Board will make every effort to partner with existing groups, especially those who are historically significant. Through these partnerships, all regularly scheduled events or activities will be either sponsored or co-sponsored by the Ramsdell (the Board, that is). In this way there will be a financial incentive for the Board to assure that all events and activities are successful. Over time this will lead to improved quality of events and to a more market-driven decision-making model.

What is the outline of the plan which we are developing?

The outline of our business plan **is attached**. Again it establishes a direction and we hope that Council will review and approve the business plan and ask us to continue our work, so that together we can change and improve the financial, social, and cultural future of the Ramsdell. If you do so, we will create the new Board structure within an existing non-profit corporation.

THE PLAN

Goal #1 – Adopt a new business model – The Ramsdell – which creates a new and stronger governance body that is ready, willing and able to address the critical issues facing the Ramsdell

- Create a new non-profit corporation or amend the purpose of an existing corporation, but in either case, create a new Board comprised of individuals committed to the future of the Ramsdell, the needs of the City, the interests of the broader community, and artistic success.
- Attract the very best people available to serve on the new Board
- Build on existing relationships and explore new ones that serve the broader interests
- Implement the one voice, one sponsor, one Ramsdell model and enter into a management agreement with the City

Goal #2 – Improve the financial viability of the Ramsdell

- Develop policies and a committee structure within the Board that gives committee members clear direction
- Seek grants that support operations and capital needs
- Work with existing groups to establish revenue-sharing agreements and to share volunteer and donor lists
- Launch a new fund raising campaign that makes clear the needs of a unified Ramsdell as well as the limitations of City support
- Garner corporate and individual sponsors on both an annual and an episodic basis
- Reduce the amount of City financial support
- Explore long-term partnerships with other like facilities

Goal #3 – Establish a practice of high-end customer service and continuous improvement

- Identify, recruit and **train** highly qualified and committed staff, volunteers, and contracted help that accept responsibility and own the culture and the artistic quality of services
- Work with groups to assure consistently high artistic quality
- Create a unified box office

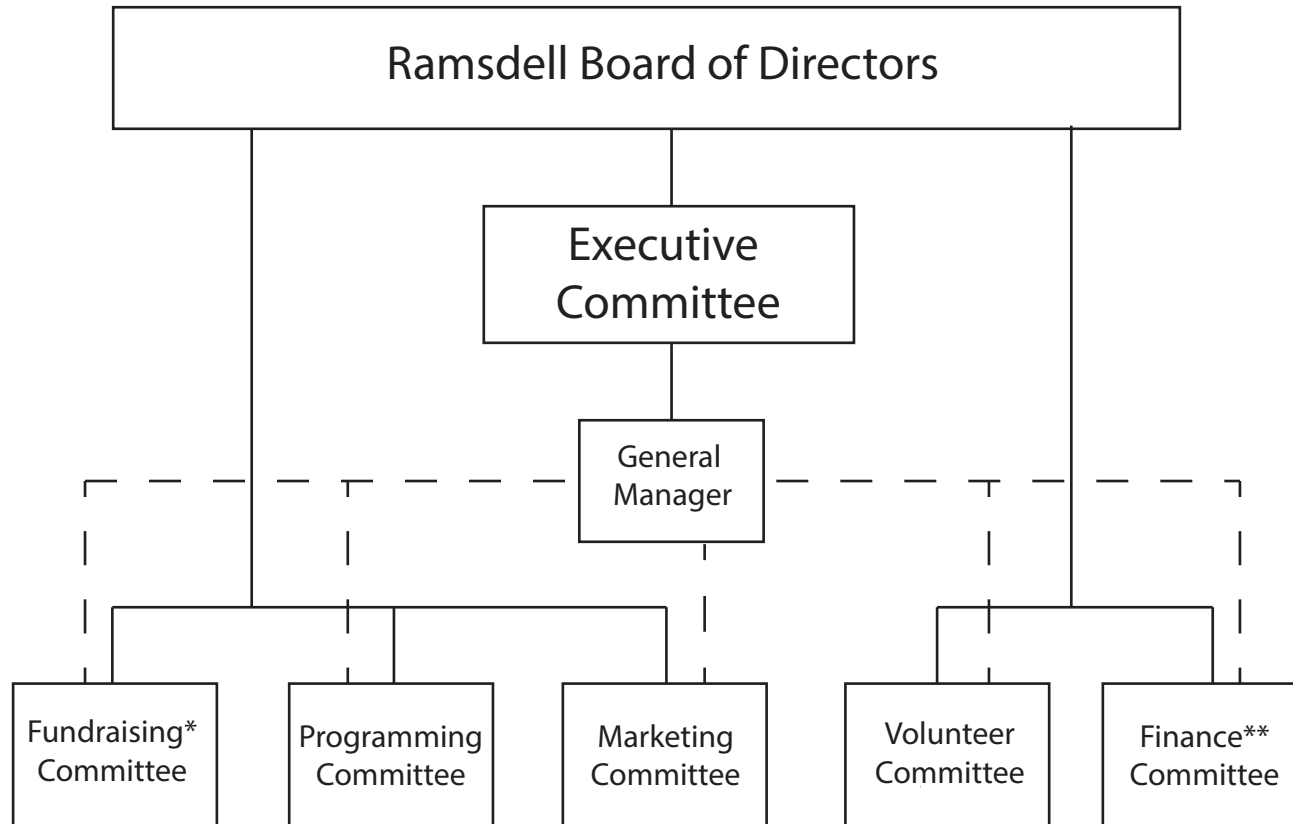
Goal #4 – Develop marketing and branding materials that reflect a unified Ramsdell

- Create the new marketing approach for a unified Ramsdell – how we will tell our story and how we will make it look and sound
- Improve the quality and function of our web page
- Use all social media (particularly Facebook) to market the facility and its programming
- Promote facility rentals for weddings, meetings, and special events

Goal #5 – Change the community perception of the Ramsdell

- Create many more opportunities for community members to connect with the Ramsdell through free tours, educational programs with our local schools, and programming that better reflects community needs and interest
- Become more effective in telling our story to the community

Management Structure



*Each committee chaired by a Board of Directors Member

**Accounting/Payroll City of Manistee Finance Department

Ramsdell Committee Bio's

Susan Barnard

Susan Barnard's professional career in theater, opera and film spans 35 years with a wide variety of challenges and opportunities. She first appeared on the Ramsdell stage in high school and went on to directing and designing for the stage with the Civic Players. She also spent many years shepherding her daughters through dance, play and musical productions. Through her volunteer work in local government, educational and artistic projects she has demonstrated an ability to achieve goals with diverse groups of people. Her current board participations include the Lakes to Land Initiative, Explore the Shores, and the Portage Lake Association. She received a BA in Theater Arts/Design from Kalamazoo College and continues to work primarily as a costumer.

Ruth Cooper

Ruth Cooper did her graduate studies at Western Michigan University, CA State University and Hollywood's Lee Strasberg Institute after obtaining her B.A. from Western Michigan University. From 1988-1993 she ran the Ramsdell for the Manistee Civic Players increasing attendance at the complex from 4,000 to 20,000 during her tenure. She oversaw productions; obtained grants & underwriting; instituted student internships, exhibits, & tours; and wrote & directed the 90th anniversary show. She also initiated the theatre restoration process and saw it through the completion of the Quinn/Evans Master Plan and the initial fund-raising event. In addition, she was instrumental in forming the Manistee Art Institute and served as its first president. She is now happily retired.

Chuck Dillon

Chuck Dillon has been a Manistee resident for more than 16 years. He is married and has two daughters. Chuck has an engineering degree from General Motors Institute (Flint, Michigan) and a law degree from The Ohio State University. He served as president of West Shore Community College for 16 years. Currently he is serving as the principal of Trinity Lutheran School. In addition Chuck is a court-appointed mediator and is co-leading an effort to provide restorative justice services for local schools and the courts. Chuck has been an actor on the Ramsdell stage many times.

Nancy Ferguson

Nancy Ferguson has had a long relationship with the Ramsdell and the Civic Players. She met her husband on stage and married into a family with three generations of Ramsdell affiliations going back to the 1950s. She has performed, directed, written plays, and taught classes for the Civic Players and served on their board of directors. In 1990, she resurrected a dormant theatre program at Manistee HS and went on to create a thriving program including multiple classes and productions. She also assisted with the design of the auditorium in the new high school and served as its' first facility manager. Nancy has a BFA in Theatre Arts.

Al Frye

Al has over 35 years of business management experience in the hospitality industry, having managed a 500 seat restaurant with 8 million dollars of yearly sales and a staff of 150. He also owned his own restaurant outside of his home town of Washington, D.C. Since arriving in Manistee Al has worked as the C.O.O. and Member of the Board of The Manistee Community Kitchen and its Iron Works Café project. He currently sits on the Board of Directors of Northern Michigan Recovery Residences, the DDA of Filer Township and the Executive Committee of the Manistee County Democratic Party.

Sarah Helge

After earning a BA from Alma College in English and French and over 30 hours of graduate work in English education at MSU, Sarah Helge enjoyed a career as an educator teaching English and French. She also spent five years building the choir program at Manistee Middle School and High School while managing the auditorium and directing musicals and plays. She is a musician and holds the position of choir director at First Congregational Church in Manistee. A successful event planner and fund-raiser, Sarah works with many different volunteer groups. Sarah also founded and produced the St. Cecilia concert series in Manistee which ran from 2002 until 2008.

David T. Mix:

David Mix graduated from Central Michigan University in Mt. Pleasant, Michigan with a BA in education, social sciences and broadcast journalism. The majority of his working career has been in corporate and non-profit leadership positions, responsible for either/or the organizations' marketing, community relations, stockholder relations, meetings and events and fund-raising initiatives.

For eighteen-years David served in the sales division at Amway corporate headquarters in Ada, Michigan as both a Regional Sales Manager and then as Manager of Corporate Meetings & Programs. Following Amway, additional tenures were with Grand Rapids based Aquinas College as Director of Business/Corporate Relations; the Michigan Marketing Manager for Nextel Communications prior to its merger with Sprint; and Metron Integrated Health Systems as Director of Marketing, Community Relations and Public Relations.

Mix has served in leadership positions and on the boards of numerous local and statewide nonprofit organizations, including those in the areas of the arts, education and community-support bodies. He current Board participations include serving as Secretary on the Board of *Creative Many Michigan* (formerly *ArtServe Michigan*), a state wide arts advocacy organization; the Board of *Broadway Grand Rapids* (Michigan); as Secretary of the Board of the *Historic Vogue Theatre of Manistee* (Michigan); and on the Board of the *Manistee County Community Foundation*.

CITY OF MANISTEE
Strategic Plan Update
2016 through 2018-2019

DRAFT 2.25.16

We hope that all community interests will review this updated Strategic Plan, offer your suggestions and ideas on how our community can be improved, and unify with us in making Manistee the "community of choice."

Sincerely,

The City of Manistee City Council

DRAFT 2.25.16

Our Vision

Our vision reflects how we want the City to be recognized by its residents, businesses and visitors:

"Manistee is a safe and positive community to live, work, and play."

Our Mission

Our Strategic Mission defines what we must do to achieve our vision.

"To continue to encourage a rich heritage of successes in industry and business while continuing to enhance our vibrant residential character"

DRAFT 2.25.16

Our Purpose

The purpose of City Council reflects how we will lead to attain the vision and strategic mission:

"To protect the health, safety, and welfare of citizens in order that all may prosper, enjoy, and partake in a vibrant waterfront community that many will be proud to call home."

Our Values

A set of values guide decisions involving governance of the City:

- Fairness
- Integrity, honesty and the highest ethical standards
- Commitment to the community
- Tolerance
- Accessibility and Approachability
- Respect
- Listening
- Responsiveness

- Leadership
- Trust
- Responsibility
- Universal Access for People of all Abilities

Who We Serve and Impact

City Council and City government serve and impact a diverse group of individuals, groups, governments and organizations, including:

- Youth
- City residents
- Civic organizations
- City government
- Police, Fire and Rescue
- Businesses and Industry
- The Alliance for Economic Success
- Manufacturer's Council
- The Little River Band of Ottawa Indians
- The Manistee Downtown Development Authority
- Township, State and Federal Governments
- Neighboring Communities
- West Shore Medical Center
- County Residents
- Tourists
- Individuals
- Businesses
- Seasonal Residents
- Schools
- West Shore Community
- Nonprofit organizations
- Individuals, businesses and groups considering the City of Manistee as a place to live, work, or simply enjoy

We strive to engage all interests toward our vision of being *"a community of choice."*

Accomplishments

(NEED COUNCIL INPUT TO WRITE THIS SECTION)

Issues and Opportunities

In updating their Strategic Plan, Council devoted time to identifying issues and opportunities that should be addressed in the Strategic Plan, including:

Issues

- Maintaining and improving the sewer system
- Not only the repair and constant maintenance of streets but also the gap differential between State and local funding to “keep pace” with repair and funding of improvements.
- Less City funding of assets that should be operating as self funding operations such as the Ramsdell Theatre and the City Marina.
- Lack of a maintenance plan for assets such as the Ramsdell Theatre and the City Marina.
- Evaluation of assets, like the Ramsdell Theatre and the City Marina, to determine if they truly provide value to the citizens of the City of Manistee
- How to attract people to the City of Manistee to utilize assets
- Understanding the trends in marina use so that decisions may be made to ensure an increasing utilization of the facility
- Continued use and maintenance of property that the City does not own
- Maxed out millage rate leaving the community no room for additional funding for necessary needs
- The City of Manistee Downtown Development Authority structure needs re-evaluation for effectiveness
- Lack of succession planning for key departments personnel leaving the City administrative functions vulnerable to the loss of well trained employees.
- Need to assess health care costs and retirement plans to determine if they are viable, sustainable, and meeting the needs of the employees.
- Deer management process needs evaluation
- Filing the industrial park
- Understanding the issues and problems facing Century Terrace specifically as it relates to the affect the issues and problems have on the senior citizens who live there
- Possibly need a new fire truck

Opportunities:

- Taking advantage of the Redevelopment Ready Communities designation

- Possibly outsourcing the tax assessor position
- Adaptive re-use of the Armory building
- Benzie County and Manistee County collaboration
- Implementation of the Manistee County manufacturing strategy
- Follow up/Implementation of the Ramsdell Study
- Re-marketing of the industrial park properties
- Utilizing the Riverwalk as an economic development catalyst
- Changes in the way public safety services are delivered
- To restructure the layout of the budget in a manner that is easier to understand
- Taking the time to learn about leading practices of other communities
- Possibly sharing services and strategically partnering in order to get things done

Three Year Strategic Goals

City Council has six areas of focus for their strategic goals:

1. Economic Development and Jobs
2. City Infrastructure
3. Beaches, Parks and Recreational Areas
4. Financial Stability and Continuous Improvement
5. Intergovernmental Relationships
6. Housing, Homelessness & Senior Citizens

Council uses the following criteria to identify where strategic goals should be modified:

- Are the strategic goals accomplished or still relevant and reflective of strategic priorities?
- Are the strategic goals reflective of true strategic goals or more tactical, day-to-day functions?
- Do the strategic goals reflect evolving needs and priorities of the community?

Following are Council's Strategic goals for this Strategic Plan update.

1. Economic Development and Jobs

GOAL 1.1: MANISTEE COUNTY ECONOMIC DEVELOPMENT STRATEGY

To provide leadership for completing a comprehensive Manistee County Economic Development Strategy, coordinated by the Alliance for Economic Success (AES), that identifies and recognizes the roles and relationships of all entities involved with retaining, expanding and attracting businesses and jobs, including marketing, promotion, and maintaining updated resources for businesses and developers.

STRATEGIES

- 1.1.1 COUNTY STRATEGIC PLAN: Work with the Manistee County Board of Commissioners to integrate the goal of developing a comprehensive Manistee County Economic Development Strategy into their strategic plan.

GOAL 1.2 INDUSTRIAL PARK

To achieve 100 percent occupancy in the industrial park and other industrial properties.

STRATEGIES

- 1.2.1 SET: Support the Stronger Economies Together (SET) process, utilizing the recommendations that are derived from this data driven planning process.
- 1.2.2 MANUFACTURING STRATEGY: Support the Manufacturing Strategy with time, effort and financial support in implementing the recommendations that are developed.
- 1.2.3 ENTER/EXIT SURVEY FOR PERMIT APPLICANTS: Develop an enter/exit survey for all applicants applying for permits from the City to determine areas of excellence and weaknesses to the development review/approval process.
- 1.2.4 "PACKAGING" THE INDUSTRIAL PARK: Work to properly "package" the industrial park in order to attract a targeted audience.
- 1.2.5 SURVEY EXISTING INDUSTRIAL PARK OCCUPANTS: In an effort to retain and help grow existing industrial park businesses, facilitate a discussion with the existing tenants to ask what the City could do, within their limits, to help them be successful.

GOAL 1.3 TRANSPORTATION OF GOODS

To collaborate with the AES and others to ensure that the Manistee harbor, port, channel, rail, and related infrastructure are maintained and developed to enable full and safe commercial navigation and land transportation of goods in order to support the retention, expansion and attraction of industry, business and jobs to the city, county and region.

STRATEGIES

1.3.1. PORT STRATEGY: Work cooperatively with the AES, and other municipalities around Manistee Lake, to develop a Port Strategy which would map out deep water port assets, including industrial zoned property and assess options for managing these assets and ensuring their accessibility, including researching the creation of the Port Authority.

1.3.3 RAIL RELOCATION: Revisit the idea of relocating the rail system.

1.3.4 RAIL INFRASTRUCTURE NEEDS: Assess the infrastructure need and demands of rail infrastructure in order to understand how to maintain a functioning rail system.

GOAL 1.4 LINKING TRAINING AND JOBS

To engage the AES and the Chamber of Commerce to continue to work with local businesses and industry to identify training and education needs and then to work with the K-12 schools and other educational institutions to address those needs. (NEEDS UPDATING-WAITING FOR MARY ANN TO PROVIDE INFO)

GOAL 1.5 DOWNTOWN REVITALIZATION

To focus on the revitalization of downtown, partnering with the Main Street/ Downtown Development Authority, the Chamber, and the Alliance for Economic Success to achieve an energized, thriving downtown and community.

STRATEGIES

- 1.5.1 SUPPORT OF PLANS/IDEAS: Support plans and new ideas to deliver small businesses services and bring people to Manistee's downtown.
- 1.5.2 SUPPORT OF COLLABORATION: Support the coordination of all parties involved in economic development to achieve successes; especially the regulatory entities (Historic District Board, Planning Commission).
- 1.5.3 SUPPORT THE TIF RENEWAL: Support the Tax Increment Financing, or TIF, renewal by working with the DDA to achieve an integrated approach to collectively achieve revitalization.
- 1.5.4 DDA MODEL: Investigate whether the City's Downtown Development Authority has the correct organizational model for success (participation in the Michigan Main Street Program).

GOAL 1.6 REDEVELOPMENT READY

Support the implementation and participation in the Michigan Economic Development Corporation (MEDC) Redevelopment Ready Communities program.

STRATEGIES

- 1.6.1 COMPLETION: Completion of the Redevelopment Ready Communities process to occur in fall 2016.

City Infrastructure and Facilities

GOAL 2.1 CITY OWNED ASSETS

To evaluate, develop, and oversee an asset management plan for restoration, preservation and maintenance of City owned assets.

STRATEGIES

- 2.1.1 BUILDING ASSET MANAGEMENT PLAN: Complete a Building Asset Management Plan schedule.

GOAL 2.2 RAMSDELL THEATRE

Ensure the long term operation and sustainability of the Ramsdell Theatre.

STRATEGIES

2.2.1 MANAGEMENT: Develop a sustainable model for management of the Ramsdell Theatre.

2.2.2 SELF SUFFICIENCY: Evaluate how the City can assist the Theatre in becoming a financially self sufficient entity.

GOAL 2.3 INFRASTRUCTURE DEVELOPMENT/PROPERTY ACQUISITION

To explore and develop public/private partnerships to provide and develop infrastructure and acquire property at target areas within the City limits to facilitate and promote redevelopment and economic activity.

GOAL 2.4 TECHNOLOGY

To continue to identify, invest and use appropriate technology city-wide to improve the efficiency, effectiveness and competitiveness of City operations and services.

STRATEGIES

2.4.1 GIS: Continue implementation and enhancement of the City GIS system while maintaining a partnership with Manistee County GIS.

2.4.2 WEBSITE: Continue to enhance the website through continuous evaluation while also using the website and other social media to increase communications with residents and visitors.

2.4.3 ELECTRONIC PAYMENTS: Investigate the incorporation of electronic payments for services where appropriate.

GOAL 2.5 ENERGY EFFICIENCIES

To encourage and support the use of energy efficient technologies and construction methods in order to promote conservation and sustainability by example and consider "green" in any decision process.

STRATEGIES

2.5.1 OPPORTUNITY EVALUATION: Continue to evaluate and implement energy efficiencies in order to achieve cost savings at City facilities.

2.5.2 ENERGY EFFICIENCY PLAN EVALUTION: Re-evaluate the City Energy Efficiency Plan to understand what has been accomplished, how effective it has been, and opportunities to do better.

GOAL 2.6 STREETS

To have quality streets that are well maintained by a sustainable funding source.

STRATEGIES

- 2.6.1 FUNDING: Develop a long term funding mechanism for the maintenance of streets that not only keeps pace with street upgrades but also identifies incremental steps towards achieving long term goals.
- 2.6.2 EVALUATION: Update the Pavement Surface Evaluation and Rating (PASER) study.
- 2.6.3 MAINTENANCE/REPAIR/UPGRADE: Develop a street maintenance, repair, and upgrade schedule that not only keeps pace with street upgrades but also identifies incremental steps towards achieving long term goals.

GOAL 2.7 SAFETY AT PUBLIC FACILITIES

Ensure that our public buildings are secure and safe.

STRATEGIES

- 2.7.1 PROTOCOLS: Evaluate the current safety protocols.
- 2.7.2 POLICIES/PROCEDURES: Assess City safety policies and procedures.
- 2.7.3 LEADING PRACTICES: Assess techniques and leading practice in safety measures for public facilities.

City Beaches, Parks and Recreation Areas

GOAL 3.1 CLEANLINESS

To have the cleanest Lake Michigan public beaches and parks in Michigan with universal access to all people of all abilities.

STRATEGIES

- 3.1.1 FIFTH AVENUE BEACH MAINTENANCE: Focus maintenance efforts for the improvements made to Fifth Avenue Beach before expanding improvements and adding additional responsibilities required under the Beach Conceptual Plan.
- 3.1.2 PARKS MAINTENANCE MANAGEMENT PLAN: Develop a Parks Maintenance Management Plan which prioritizes parks and boat launches based on usage and seasonality, including a cost analysis for maintenance options in-house vs. out sourced.
- 3.1.3 ENFORCEMENT/SAFETY: Maintain signage and foot patrols to ensure compliance and enforcement with laws and ordinances governing City beaches and provide necessary safety devices on both Lake Michigan beaches which may include the use of cameras.
- 3.1.4 PICNIC/CABANA FACILITIES: To identify and seek funding for picnic/cabana facilities at the Fifth Avenue Beach, similar to those at the First Street Beach.
- 3.1.5 TENNIS COURTS: Explore opportunities to upgrade the tennis courts at Sands Park.
- 3.1.6 FOOD SERVICE CONTRACTOR: Find a reliable vendor for food services at both 1st Street and 5th Avenue beaches.
- 3.1.7 MAINTENANCE CONTRACTOR: Find a reliable contractor for maintenance of City owned facilities.

Goal 3.2 BOATING FACILITIES

To have the best boating facilities on Lake Michigan's shoreline.

STRATEGIES

- 3.2.1 BOAT LAUNCHES: Develop a maintenance plan for ensuring that the boat launches are maintained.
- 3.2.2 EXPLORE THE SHORES: Work cooperatively with the Explore the Shores county-wide initiative.
- 3.2.3 PAY TO BOAT: Evaluate our pay to programs in order to understand how to make them more effective.

Goal 3.3 PARK FACILITIES

To have the best facilities at our parks.

STRATEGIES

- 3.3.1 BUDGETED PRIORITIZATION: Develop and implement a Parks Asset Management Plan, as well as utilizing the City Capital Improvement Plan, to prioritize needs and recommendations for the annual budget for upgrades for parks.

GOAL 3.4 RECREATION AMENITIES

To explore public/private partnerships to establish amenities and attractions that enhance recreational opportunities on beaches, parks, and recreation areas.

STRATEGIES

- 3.4.1 PARTNERSHIPS: Identify and prioritize opportunities for public and private partnerships in the conceptual plan for the City's Lake Michigan beaches, including the Adopt-A-Park concept being developed by the City's Parks Commission.

GOAL 3.5 CITY RECREATION PLAN

Support the implementation of the City Recreation Plan.

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Financial Stability and Continuous Improvement

GOAL 4.1 FINANCIAL STABILITY

Continue to seek ways to achieve long term financial stability.

STRATEGIES

- 4.1.1 FORECASTING: Request that each City department forecast financial needs in order to develop a multi-year budget.

GOAL 4.2 SERVICE EFFICACY

To have an ongoing process to assess and ensure the efficiency and effectiveness of City services, programs and operations, including review of best practices from other communities and the assessment and expansion, if needed, of the City's "Economic Vitality Improvement Program (EVIP) "dashboard" as a tool for measuring meaningful progress.

Intergovernmental Relationships

GOAL 5.1 COLLABORATION

City of

To collaborate with other units of government in order to seek commonalities and ways to solve problems by working together.

STRATEGIES

- 5.1.1 INTERGOVERNMENTAL RELATIONSHIPS: Explore and carry out collaborative meetings with our neighboring counties and cities in order to build relationships.
- 5.1.2 SERVICE SHARING: Continue to explore intergovernmental service sharing opportunities.
- 5.1.3 COUNTY WIDE DISCUSSIONS: Ask AES to facilitate a community wide discussion about common community goals and to seek ways to achieve successes.
- 5.1.4 REACHING OUT: City Council members will engage in a grass roots effort to reach out to form relationships with members of other communities.

Housing, Homelessness and Senior Citizens

GOAL 6.1 HOUSING

To have a wide variety of housing choices for all members of our community located in quality neighborhoods.

STRATEGIES

- 6.1.1 MANISTEE HOUSING COMMISSION: To work cooperatively with the Manistee Housing Commission supporting their efforts to address low to moderate housing needs, homelessness as well as other projects to assist them in providing needed services for City and area residents.
- 6.1.2 HOUSING STRATEGY: Support the development of a data driven housing strategy for both Manistee County and the City of Manistee.
- 6.1.3 Continue to support County wide efforts to address homelessness.

GOAL 6.2 BLIGHT

Reduce blight so that our community is the type of place people want to live, work, or play.

STRATEGIES

- 6.2.1 ORDINANCE ENFORCEMENT: Work cooperatively with the City police, Blight Officer, City Attorney and other code enforcement departments to proactively address blighted properties with the intent on bringing each property into compliance with ordinance and neighborhood standards.

***For More Information about the City of Manistee, go to
www.manisteemi.gov***

The update of the Strategic Plan was facilitated with the assistance of the Alliance for Economic Success, a 501 (c) (3) organization that has the primary role for economic development of Manistee County.